

**CEPPS/IRI Semi-Annual Report: October 1, 2004- March 31, 2005**

**BANGLADESH:  
POLITICAL PARTY REFORM IN BANGLADESH**

**USAID Grant: 388-A-00-03-00095-00  
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**Total budget: \$ 1,320,116.00**

**Expenses to date: \$848,646**

**I. SUMMARY**

During this reporting period IRI made significant progress towards its program objectives. IRI completed a national baseline public opinion poll, which will be presented to political party stake holders to help them craft effective issues-oriented platforms.

IRI continued its *Five Estates Program*, concentrating on business and labor. IRI has focused on building the capacity of these two sectors of society to encourage political parties to concentrate on real issues, while moving away from rhetoric and combative attacks via the media.

IRI also continued work domestic election observer group, JANIPOP. Building on the success of the Long-Term Observation program conducted last period, IRI encouraged JANIPOP to expand its non-election period activities, and continually monitor and analyze political party activities.

IRI also conducted two youth conferences in Cox's Bazaar and Khulna to motivate youngsters to become interested and involved in democracy and governance. The conferences were well attended by young people, ages 13-25.

IRI also initiated its Female Commissioners Program this period. The goal of the program is to work with elected female city corporation commissioners on issues identification and advocacy skills, to effectively assist them in advocating for resources and rights guaranteed to them under the law. Moreover, these skills will make them more effective legislators for their constituents.

Moreover, IRI made several staff changes this period. IRI added Mr. Animul Eshan as a Program Associate for its Youth and Five Estates Programs. Mr. Ehsan came to IRI with several years of NGO experience, most notably with *Democracy Watch*. IRI also added Ms. Shamima Akhter as its Assistant Program Associate and Translator for the Female Commissioners and the Youth Programs. She is a recent graduate of the University of Dhaka and has worked with the United Nations.

Finally, IRI Resident Program Director Alex Sutton ended his tenure in Dhaka and accepted a position as Resident Program Director in IRI's Phnom Penh office. IRI is actively seeing a new Program Director for the Dhaka office.

Attachments:

National Opinion Poll Findings  
Contessa Quality Control Findings  
ACNielsen Focus Group Discussion on “Discovering Democracy 2004”  
Press Clippings from “Discovering Democracy 2005”  
*The International Business Forum of Bangladesh By-Laws*

## **II. BACKGROUND**

The International Republican Institute (IRI) inaugurated its three-year, USAID-sponsored, political-reform program in Bangladesh in November 2003. The USAID grant, administered through the Consortium for Elections and Political Processes Strengthening (CEPPS), began in November 2003 and runs through March 2007. IRI also collaborates closely with its CEPPS partner, the National Democratic Institute (NDI).

After arriving in Dhaka in December 2003, Resident Program Director Alex Sutton immediately created a new organizational and administrative infrastructure in Dhaka, while diving into the proscribed program work. IRI, along with CEPPS partner NDI, spent its first several weeks on the ground becoming acquainted with the political, NGO and diplomatic communities, as well as aligning its programmatic planning with USAID’s expectations and guidelines. Resident Program Officer Sara Werth joined the Dhaka team one month later.

In the spring of 2004, IRI initiated a public opinion research project. IRI began to study polling and research firms in Bangladesh in anticipation of conducting public opinion research that would be used to tailor other IRI activities as well as to inform political parties. In the early summer of 2004, IRI chose a polling firm, ACNielsen, and a US-based pollster to conduct the research activities. Last reporting period IRI completed a series of twenty focus groups and designed and fielded a national baseline poll.

In February 2004, IRI took its first steps to provide the Bangladesh Election Commission (BEC) with assistance in the lead up to the 2006 Parliamentary contests. After participating in four preliminary interview sessions with the BEC Commissioner and Secretary, and conducting a small observation at a by-election in Khulna, IRI received permission from the government to move forward with its electoral assistance program. In the early summer, IRI conducted a baseline assessment of the electoral system with the assistance of an elections expert from the United States. Based on the assessment findings, IRI then established a long-term election observation (LTO) pilot program in conjunction with a domestic observer group, JANIPOP. The IRI-JANIPOP team was able to organize the LTO pilot program around the summer 2004 parliamentary by-elections. The pilot was extremely successful and was instrumental in confirming the legitimacy of the observed elections.

In the initial stages of the program, IRI found that direct assistance to political parties was ineffective. Standard trainings for regional and local parties present limited potential for measurable impact because Bangladeshi political parties tend to be highly centralized and

hierarchical. As a result, IRI decided to alter its approach and work towards fostering party reform through alternative measures. IRI designed a program to encourage the *Five Estates* of civil society -- business associations, trade unions, indigenous NGOs, media outlets and political parties -- to engage in the political process and impel the accountability of elected officials.

The *Five Estates Program* is an integrated approach aimed at challenging Bangladesh's political malaise. By emphasizing the linkages between economic and social issues and legislative action, IRI highlights the potential of civil society groups to mobilize their natural influence to pressure government to address real issues and concerns, and improve the lives of individual citizens.

To initiate its long-term *Five Estates Program*, IRI focused on the business and labor estates. To help improve business advocacy, IRI began work on facilitating a business association that would advocate for better business policies on the national level. IRI successfully helped recruit members for the organization and is in the process of facilitating its registration.

In September of 2004, IRI co-sponsored a labor issues forum with the Solidarity Center. The goal of the forum was to bring representatives from the major parties together to debate issues affecting Bangladeshi garment workers. IRI prepared representatives of the Bangladesh Independent Garment Workers' Union (BIGUF) to moderate the debate and trained seven political party representatives in western-style debating techniques and issues research.

### **III. PROJECT ACTIVITIES**

#### **A. Public Opinion Polling**

During this period, IRI completed a baseline national public opinion poll. The purpose of the poll was to inform IRI programming, as well as to help political parties understand citizens' concerns and encourage them to address those concerns through policy initiatives. As with the focus groups studies completed last period, the national poll was developed and fielded by ACNielsen Bangladesh with the assistance of US pollster, David Iannelli.

#### **Polling Project:**

After the completion of the focus groups in June 2004, Mr. Iannelli traveled through Bangladesh to review the findings and to assist IRI and ACNielsen with the development of the national poll questionnaire. However, due to severe flooding and displacement of people throughout August and September, fielding of the poll was delayed until October.

The purpose of the poll was to gain an understanding of the current perceptions of democratic institutions and political leaders in Bangladesh. The study also looked ahead to the 2006-2007 parliamentary elections in order to gauge preliminary voter opinions and provide information on voter concerns.

Politically, the poll found that the Awami League (AL) and the Bangladesh National Party (BNP) are equally placed when it comes to general popularity, vote intention, and leadership favorability. However, the AL has a stronger following among its base than the BNP has among its base. Voters generally feel that Jamaat – i – Islami, currently the coalition partner of the governing BNP party, could be a political liability for the BNP in 2006-2007. A majority of participants also indicated a belief that the country was headed in the wrong direction.

When asked which problem requires the most urgent attention of the government, the poll found that the majority pinpointed crime, especially murder. Considering the relatively small number of murders in relation to population, this is a surprising finding. Preliminary analysis, supported by IRI focus group work, indicates that political party propaganda and excessive media focus may all combine to exacerbate perceptions of crime. The second most popular answer was corruption, followed by poverty/unemployment.

Poll data suggests that the status of women in Bangladesh has improved in many ways since the 2001 elections. Specifically, there is a perception that there are more educational opportunities for women, greater participation in the workforce, and a belief that acid throwing incidents have decreased. However, there is a perception that violence against women, specifically rape and “torture for dowry,” has worsened. Voters indicate that despite an overall sense of gain, they would still like to see a more proactive approach from the government on women’s issues.

Overall, despite their pessimism on the country’s direction, voters showed an encouraging commitment to and belief in the principles of democracy and want the government to work harder to represent the interests of the people. However, despite these beliefs, only nine percent of voters expressed that they have participated in a political activity over the last year and only fourteen percent of voters are even familiar with the idea of a trade union.

#### Quality Control Findings:

To ensure that the poll would be conducted at the highest standards and to increase its credibility with the political parties, IRI hired a research firm to conduct a quality control audit. After competitive bidding, IRI selected the Contessa research firm to verify 10 percent of the work of a random sample of ACNielsen interviewers over the complete duration of the data collection period.

AC Nielsen submitted to IRI a database with the names and addresses of each respondent and the name of the corresponding AC Nielsen interviewer. IRI, in conjunction with Contessa, chose a random sample of 500 households from the 5,000 households interviewed. Approximately one month after AC Nielsen completed its study Contessa sent field staff to verify if the interviews took place, if AC Nielsen followed the proper sampling procedures, the length of each interview, and demographic information about each household.

Contessa established that ACNielsen conducted 100% of the sampled interviews. It also confirmed that ACNielsen asked the questions on the questionnaire. However, Contessa also found that individual interviewers did not always follow exact procedures involving the selection of households and the duration of the interviews. While these findings indicate that individual ACNielsen interviewers may require additional procedural training, the overall findings of the survey remain valid.

## **B. Electoral Reform**

In anticipation of the 2006-2007 parliamentary elections, IRI has instituted a two-pronged approach to help improve the performance and credibility of Bangladesh's electoral system.

IRI has developed an electoral-reform program aimed at increasing overall confidence in Bangladesh's electoral system and developing a consensus among political parties on areas which need to be improved through technical assistance.

IRI has also focused on strengthening election monitoring in the country. Specifically, IRI has been focusing on the institution of Long-Term Election Observing (LTO), as the electoral process in Bangladesh is more vulnerable in the weeks and months prior to an election, rather than on Election Day itself.

### **IRI-JANIPOP Long- Term Election Observation Project:**

In summer 2004, IRI began a partnership with the National Election Observation Council (JANIPOP), an indigenous network of election observers headed by Dr. Nazmul Ashan Kalimullah, to organize the observation of three parliamentary by-elections. IRI and JANIPOP initiated a long-term observation pilot program (LTO). IRI-Bangladesh designed the program and trained volunteer JANIPOP observers to 'shadow' candidates through every stage of the election process, from the announcement of candidates, through Election Day. The program was designed to detect electoral abuses long before Election Day. IRI is continuing its partnership with JANIPOP with the goal of strengthening the LTO program, as well as building confidence and consensus in the political process amongst political parties to reverse the trend of protests and boycotts.

During this period, IRI determined that as part of the LTO program JANIPOP ought to document the major political actions of the parties, and investigate allegations of violence so as to compare the facts with how the events were being portrayed in various media outlets. Sending JANIPOP monitors to potentially contentious areas during political events or elections serves as a deterrent to violence and to the parties' ability to make false and exaggerated allegations. Strengthening the credibility of election monitors and using them to conduct long-term observations for events outside of major elections paves the way for a cleaner parliamentary election in 2006-2007.

Therefore, at IRI's request, JANIPOP began to mobilize its network of volunteers to monitor *hartals* and other political events. In this way, the LTO program is working not only to detect electoral abuses, but also to observe and report accurately on the political tactics used by the parties.

In early January, JANIPOP mobilized their volunteers to monitor AL's scheduled country-wide human chain in protest of the BNP-lead coalition government. JANIPOP submitted a report on its findings. The key findings were: 1) the chain's participation rate was exaggerated by the AL and some media outlets 2) participants were mostly from AL front organizations, rather than core AL supporters 3) many participants showed little enthusiasm during the event 4) most participants gathered in key areas identified by leaders as places they'd most likely receive press coverage and 5) in many areas, security forces had a greater presence than activists.

In addition to monitoring events such as the human chain (there were no elections to observe during the reporting period), IRI also helped JANIPOP increase their volunteer recruitment numbers in Cox's Bazar and Khulna during the IRI youth conferences.

### **C. Five Estates Program**

In a democracy, the *Five Estates of Civil Society*, – private industry, trade unions, NGOs, media and political parties – form a cohesive matrix to influence government. While political parties are strong in Bangladesh, the remaining four estates are weak and ineffective at influencing the actions of the government, leaving the political parties very little incentive to become responsive to the demands of others.

IRI-Bangladesh's *Five Estates Program* is based upon this governing reality, and is working to empower these other civil society actors – trade unions, private industry, NGOs, and the media – balance power and impel the government to become more responsive. By strengthening these actors, IRI hopes to ultimately increase the appetite within the political spectrum for true democratic reform. During this period, IRI has focused on assisting private industry with organizational techniques to engage political actors and decision makers.

#### **Business Advocacy Group: The International Business Forum of Bangladesh (IBFB):**

Last period, having heard many public policy concerns from the business community, IRI met with three reform-minded business persons to assist them in establishing the *International Business Forum of Bangladesh (IBFB)*. The group has been created as a non-partisan business alternative to the highly politicized chambers of commerce and associations in Bangladesh. IRI is working with *IBFB* to craft an agenda that will promote policies to improve the business climate in Bangladesh and make members of parliament and government agencies more responsive to the needs of industry.

Over the last several months, the three core members met with IRI bi-monthly and wrote a vision statement, established board member criteria, and chose six new board members who represent various regions and key industries across Bangladesh. The group also secured name clearance from the Registrar of Joint Stock Companies and the temporary nine-member executive board drafted by-laws.

In March, seven board members of *IBFB* and its lawyer convened to review and approve the articles of association. Ad-hoc committee elections were also held at this time, in

which Mahmudal Chowdhury, former-mayor of Chittagong, was elected President, ATM Saidul Alam was elected Vice President, and Tanveer Imam was elected Treasurer. The other six members will serve as directors on the board. After the new directors signed the by-laws and articles of association, the group submitted its application for official registration to the Commerce Ministry (FBCCI). The Forum is currently awaiting clearance from the FBCCI.

Within 90 days of receiving its trade registration, another election will take place that will determine the official officers and board members. IBFB will bring in new potential members at that time and begin to formalize its agenda.

#### *Labor Issues Forum:*

IRI spent the last month of the period beginning its logistical planning for the next joint Labor Issues Forum with BIGUF and ACILS-Solidarity Center.

### **D. Expanding the Role of Women and Youth in Politics**

#### *“Discovering Democracy 2004” Youth Conference in Cox’s Bazaar:*

From October 8-10, IRI hosted *Discovering Democracy 2004* youth conference in Cox’s Bazaar, Chittagong. The purpose of the conference was to generate youth interest in politics, government and civic activity and offer academic and professional opportunities for young people to become involved in these areas. The conference offered a diverse collection of interactive booths, lectures and activities on a range of subjects from political campaigns and community policing, to tourism development and AIDS awareness.

IRI launched a partnership with domestic NGO *Democracy Watch (DW)* for the conference. IRI selected *Democracy Watch* because it had extensive experience and branding power associated with youth-conference productions. Since this was IRI’s first youth-related event in Bangladesh, IRI utilized DW’s knowledge and name recognition to draw interest from both attendees and participating NGOs. In addition, IRI firmly believes in promoting and empowering indigenous organizations through partnerships.

With DW as its domestic partner, IRI turned to The Asia Foundation, an international organization with a long history in Bangladesh, for further synergy. The cooperation and resource pooling among the three organizations led to a more expansive, stimulating and inclusive event. In addition, IRI and its partners raised approximately \$3000 in corporate sponsorships for the event. Bringing aboard corporations sends a clear signal that promoting democracy demands commitment from the private sector and is not just the preveue of NGOs.

IRI and *Democracy Watch* developed a conference program that included 12 separate seminars, 8 interactive stage presentations, 34 exhibition booths and an “Opportunities Pavilion,” where NGO’s provided information on internships, volunteer activities and employment opportunities. Interactive presentations included a mini-debate on relevant governance issues, a mock election which featured party formation, leadership

nomination, and speech giving, and a campaign speech contest. IRI also hosted an essay contest on how, if elected to office, students would develop their communities.

Students who demonstrated talent and initiative were selected for internships with NGOs or government leaders. In late March, IRI selected four winning applicants from Cox's Bazaar Youth Conference who applied for internships at the "Opportunities Pavilion." These students will work for four months as interns in a local MP's office and for an NGO based in the region. The four young persons were selected through a screening process of more than 100 applicants that ended in a panel interview. After they were selected, IRI provided the new interns with a day-long orientation program on March 23<sup>rd</sup>, where they learned about office manners, etiquette, and received career tips.

Many partner organizations also organized booths and exhibitions. JANIPOP, the EU, FEMA, Brotee and *Democracy Watch* organized a presentation on how to get involved in election monitoring. A mini-public opinion poll and focus groups were conducted by ACNielsen. The BCDJC featured a mini-news desk display and the Peace Corps presented volunteering and activism opportunities. There was also a leadership seminar that was conducted by the Junior Chamber International.

In all, more than 40 organizations were involved in *Discovering Democracy 2004* including 18 international NGOs, 15 domestic NGOs and seven private companies. Over 3,000 young people, ages 16-36 attended and the conference received widespread, favorable media attention.

Following the conclusion of the conference ACNielsen conducted four focus groups to gauge participant opinions. The results of the study were used to help design the Khulna *Discovering Democracy 2005* Youth Conference in Khulna.

"Discovering Democracy 2005" Youth Conference in Khulna:

Building upon the success of *Discovering Democracy 2004*, IRI hosted a second youth conference, *Discovering Democracy 2005*, in Khulna city from March 7-10, 2005. This second conference was conducted with the same goals as the first; however, IRI incorporated lessons learned from the October conference to make the Khulna conference even more successful.

For the Khulna conference, IRI chose to partner with Rupantor, a domestic NGO headquartered in Khulna division that is well-known for using local art forms, such as musical theater, to conduct education programs for young people on a variety of topics from responsible eco-tourism to civic participation. IRI chose to work with Rupantor because of its outstanding organizational capacity, its extensive experience working with young people, and its excellent reputation in the community. As with the first conference, IRI also invited The Asia Foundation to participate as a partner organization.

The Khulna conference utilized the same design and layout as the first youth conference, featuring seminars, pavilions, and exhibition booths on a wide range of subjects, from political campaigns and women in politics to human trafficking and AIDS awareness.



However, IRI made several logistical and programmatic changes to improve the conference. For instance, IRI and Rupantor conducted pre-registration before the conference and assigned all the participants numbers. If a student showed particular interest in a topic or if he/she was outstanding at a certain activity, conference facilitators were encouraged to record the student's number for follow-up after the conference.

Many international and domestic organizations including World Vision, JANIPOP, The Citizen Forum of Khulna, The Australian High Commission, TREE Foundation, Peace Corps, the EU, the International Organization for Migration, and The New Age participated in the Khulna conference. Students had the opportunity to join a youth forum organized by JANIPOP that discussed election monitoring in Khulna. There was also a Youth Citizen's Forum, which will serve as a city corporation watchdog organization. In addition, Khulna's leading regional daily sponsored an essay contest and published the winner's essay.

Over the course of the three days, more than 10,000 students between the ages of 15 and 25 attended. In the closing ceremony, a torch was passed to a Member of Parliament from Barisal, where the next "*Discovering Democracy*" Youth Conference will be held.

#### *Female Commissioner Program:*

Over the last year, female city corporation commissioners from various divisions have been protesting against discrimination from city mayors and their male colleagues. There are six city corporations in Bangladesh: Khulna, Barisol, Chittagong, Dhaka, Rajshahi, and Sylhet. The female commissioners (FCs) of these city corporations, who compete against other females for their 'reserved' seats, claimed that the male commissioners (MCs), elected in general elections were refusing to allow them to participate equally in ward development-related activities by denying them funding. According to an amended law in 2003, both FCs and MCs are to share fully in all elected duties. While the FCs have received some publicity over their grievances, their protests have achieved minimal success.

IRI decided to investigate these claims and contact FCs from various divisions to investigate and verify their claims. IRI's goal was to assess the extent of the alleged discrimination. From November to late February, IRI met with FCs from Sylhet, Khulna, Chittagong, Barisol, and Rajshahi.

IRI found that FCs from each division were hindered in carrying out their elected duties; however, the extent of the problem varied across divisions. FCs in Khulna and Sylhet had the most difficulties and were not receiving their allocated portion of funds to conduct development projects. The Chittagong FCs had received a portion of their development money and used the funds, which were only disbursed in 2001-2002, to pave roads for their wards. In Barisol, FCs faced many of the same problems as the others; however, they seemed to have a better relationship with the mayor. None of the FCs ever received their mandated monthly stipend, office expenses or office space.

IRI repeatedly attempted to schedule meetings with the Dhaka FCs, but they were canceled for various reasons. The Dhaka FCs have more access to decision making power and resources than the other FCs. For this reason, the Dhaka FCs do not appear to view meeting with IRI on this issue as a priority.

As a result of these meetings, IRI created an innovative program to assist these female leaders. The goal of the program is to help the FCs become real decision makers and receive the power and resources granted to them by law. The initial stages of the program are focused on assisting FCs to clearly define their challenges and devise effective advocacy strategies to address them.

Based on their level of commitment, IRI identified two leaders from each division to serve as representatives to an advocacy working group, which would help them to more clearly define their issues, devise strategies for addressing them, create action plans, and learn concrete ways to more effectively influence media, law-makers, and other key stakeholders. To initiate the working group, the 10 representatives met with IRI from March 30-31 for a two-day workshop on identifying key issues and learning effective advocacy tools. The workshop, conducted by IRI staff, outlined tips on lobbying, how to conduct meetings, how to plan forums, issue identification and how to build coalitions.

On the first day, commissioners learned advocacy strategies they could employ to better advocate for equal decision-making power and resources. On the second day, the commissioners started the process of actually creating an advocacy action plan. The working group, which included two representatives from five divisions, held elections for a spokesperson. They also delegated duties for tasks such as verifying information for their fact sheet, creating a briefing document, taking publicity photos, and contacting stakeholders.

#### **IV. RESULTS/ACCOMPLISHMENTS**

**Objective 1. Provide organization-, political-, and campaign-related counsel and training to parties so that they can become more democratic in how they operate, more representative of women, youth and minorities, and more attuned to the needs of the general public.**

*No results to report.*

**Objective 2. Create a greater awareness among national and local parties towards voter and constituent needs, and how those needs fit into a campaign context. In doing so, also improve understanding and acceptance of public opinion measurement.**

##### *Public Opinion Research:*

This period, IRI completed its baseline national public opinion poll, which provided valuable voter data. IRI will present a tailored version of the findings to the political parties. IRI will also use the poll to inform its *Five Estates Program*.

In order to reach the objective of improving party understanding for and acceptance of polling, IRI has worked to ensure that its polling partners are beyond reproach. Within the Bangladeshi system, it is expected that many party members may view the results of a poll with skepticism. As most organizations and firms in Bangladesh have ties to one party or another, IRI was extremely cautious in choosing a domestic polling firm. If the political parties believe that the local firm itself is biased, presenting its findings is ineffective. IRI felt comfortable that ACNielsen, an internationally renowned firm with a reputation to uphold, would conduct its work to the highest ethical standards.

To further ensure that findings would be perceived as valid, it was important to establish strong quality control measures with a separate research firm. IRI believes that this independent verification process has enhanced the poll's credibility and ensured that the survey methodology was sound. In this way, IRI is not only presenting the parties an accurate representation of voter concerns, but also improving their overall understanding of public opinion polling as a valuable, reliable research tool.

IRI also used the results to inform its *Five Estates Program*. The data was particularly useful in understanding voters' political and civic participation levels.

*Business Advocacy Group: The International Business Forum of Bangladesh (IBFB):*

IRI facilitated the creation of the International Business Forum of Bangladesh (IBFB) to encourage parties and government to focus on issues, service and constituency concerns. IBFB will serve not only to represent the needs of industry but will hold political parties and government accountable for their policies on issues such as foreign-direct investment and infrastructure support.

IBFB was created to serve as the first non-partisan international business forum in Bangladesh. Members are independent medium-to-large size business owners who are dedicated to impacting public policy at the national level. The key criterion for membership is that these businesspeople are committed to pressing for change and are looking for a forum that will remain depoliticized. Some have large businesses, but they do not have the same inside access as do the major corporations in the country. Although there are a number of chambers and associations in Bangladesh, none is doing anything to seriously improve the business climate.

By providing a "voice" for hundreds of businesspeople, this organization will become a forum for independent business leaders to identify common issues and to articulate these issues to the public in general, government agencies, and commerce and industry on matters relating to better business practices and policies

**Objective 3. Assess the progress of the Electoral Commission's preparations for the 2006 elections, provide counsel in challenging areas, and build confidence and consensus in the system among political parties.**

*IRI-JANIPOP Long- Term Election Observation Project:*

Following on the success of the LTO pilot, IRI encouraged JANIPOP to expand its monitoring activities beyond the campaign and election periods. IRI felt that a critical component of building confidence in the electoral system is making sure that the public was receiving reliable information about political party activities, particularly *hartals* and other protest actions. Since the Bangladeshi press is often irresponsible in its reporting of such activities, IRI encouraged JANIPOP to independently monitor party protests and confirm or refute any allegations of violence or wrong doing.

As a part of this effort, JANIPOP monitored the Awami League's January "Human Chain" protest. Much of the Bangladeshi media predicted it would lead to violence and may even usher in the fall of the BNP government and a call for new elections. However, JANIPOP's report on the protest revealed that there was a much lower turnout than predicted by the media, and that enthusiasm for it, even among those that participated, was quite low.

In this way, JANIPOP is providing non-partisan, reliable information to voters regarding the activities of the political parties. IRI believes this information is building more confidence in the system among voters. The increased scrutiny resulting from JANIPOP's activities will put pressure on political parties to conduct their activities transparently, and consider the possible consequences that may arise from them.

In addition, IRI also assisted JANIPOP in adding to their volunteer base for future observations through recruitment methods at both Youth Conferences in Cox's Bazar and Khulna.

**Objective 4. Expand the participation, leadership and influence of women, youth and minorities within political organizations.**

*"Discovering Democracy" Youth Conferences:*

The IRI *Discovering Democracy* Youth Conferences in Cox's Bazaar and Khulna have been extremely successful at securing opportunities for young people to participate in politics and civil society. Moreover, the conferences have offered educators a unique opportunity to introduce politics and government into the classroom.

The conferences offered internship and job opportunities. Through the IRI "Opportunities Pavilion" at the Cox's Bazaar conference, 107 young people applied for internships in the constituent services office of local Member of Parliament Shahiduzzam and with the local NGO COAST Trust. Of those 107 applicants, IRI short-listed 16 based on their resumes and sent a team to Cox's Bazaar to interview them and identify the top six candidates. From this pool, two were chosen to work in MP Shahiduzzaman's office and two were chosen to work for COAST Trust. Their respective internships all began April 1<sup>st</sup>, 2005.

Prior to their internships, IRI provided the new interns with a day-long training program on office manners and professionalism, as well as career tips and orientations at their separate intern locations.

Other organizations that participated in the youth conferences also provided young people with internship opportunities. JANIPOP selected two applicants who applied for volunteer intern positions during the Cox's Bazaar youth conference, while dozens of other youths signed up to be volunteers for upcoming LTOs and Election Day observations. Further, an attendee of the Cox's Bazaar youth conference secured a job as an Assistant Program Officer at the Rakhain Development Foundation (RDF).

Additionally, results from ACNielsen's focus-group evaluation of the Cox's Bazaar Conference, proved to be extremely valuable in terms of evaluating the impact of the conference, as well as improving elements for the Khulna conference. IRI found that many teachers actually used topics from the conference as the starting point for class discussion on those issues several days following the event. In this way, the conferences have initiated broader academic discussions about democracy, politics, government and civic participation within the classroom.

The Youth Conferences also received extensive and favorable media coverage by the English and Bangla press. As these were the first youth-oriented events of their kind in Bangladesh, the media coverage illustrates that the conferences were relevant, interesting, and germane to a wider audience. Furthermore, through the press coverage, the topics and issues addressed at the conferences are reaching a wider audience and creating excitement for future activities.

#### *Female Commissioner Program:*

During this period, IRI initiated its innovative FC program. The program focuses on working with women who are already in leadership positions to push for more decision-making power, rather than counseling the central leadership in Dhaka to include more women. By working with FCs to ensure that their campaign for more resources and decision-making power is put into the context of how it benefits their constituents, IRI ensures that the needs of the general public are also being served.

IRI began the FC program with a two-day issue identification and advocacy workshop to begin training the FCs to clearly define their issues and effectively advocate and lobby for them, rather than solely focusing on discrimination. The workshop emphasized that their demands are largely being ignored by the public because they are not clearly articulated and they give little evidence to support the claims. IRI assisted the FCs by providing techniques to make convincing arguments backed up with persuasive evidence, to mobilize public opinion for change.

During the workshop it was decided that the first step in the FC's new advocacy plan was to have a small closed door meeting with the LRGD Minister in which they would share their very specific, but reasonable, demands focused on implementation of the current law. IRI expects that the Minister will agree to most of their demands. The LRGD Minister is the key decision-maker and by convincing him to support the FCs, he can apply pressure to the Mayors and male commissioners to share resources with the FCs.

Clearly there are many things that need to be changed, but the key points stressed at the workshop were for FCs to present reasonable demands in a non-confrontational and organized manner and to present their case as one that benefits voters, not their individual interests.

Utilizing these techniques, FCs will be able to effectively articulate and advocate for their issues. In this way, IRI believes that they will then be seen by their male colleagues as leaders and equals.

**Objective 5. Promote a greater role for, and participation by, opposition lawmakers.**

*No results to report.*

## **V. FUTURE ACTIVITIES**

### **A. Public Opinion Polling**

IRI will present to the political parties the results from the October 2004 poll in the next few weeks. The presentation will focus on how they could better represent voters' concerns in their campaigns. For example, a political platform that combines reducing crime against women (rape, torture for dowry and acid throwing) with improving educational opportunities for women could be very effective in attracting female voters.

IRI will also conduct its next round of public opinion research. Focus groups will assess the priorities of various mid-level business persons nationwide. This will assist IRI in creating a business agenda for IBFB.

IRI will also conduct another issue-oriented national poll. Voters from selected wards within the six city corporations will be interviewed on their perceptions of local government leaders, including female commissioners, and what types of services they would like to see their local leaders improve.

### **B. Electoral Reform**

IRI will continue its capacity-building work with JANIPOP and other election observer groups. For all parliamentary by-elections in 2005, IRI will support and train JANIPOP and other domestic observer group volunteers on how to effectively conduct "Long-Term Observations". IRI will include representatives from selected media organizations in the trainings to demonstrate to the media how to effectively serve as watchdogs in the electoral process.

In late spring, IRI, along with NDI, will also conduct multi-party forums to discuss election concerns. In the summer, IRI will deliver a report and recommendations to UNDP and the US Embassy on party concerns and suggestions for electoral-assistance programming.

### **C. Five Estates Program**

IRI will build in the coming months upon its successful partnership that established last period with the Solidarity Center and its work with the garment worker's union, BIGUF. In May, IRI-Solidarity will host a Labor Issues Forum in Chittagong covering post-MFA issues. Prior to this event, IRI will consult with the invited parties, host media meetings to brief reporters on MFA issues, and train BIGUF members as debate moderators. In August, IRI will branch out its labor efforts and begin an assessment on a possible forum for shrimp laborers. If it is deemed useful, IRI and the Solidarity Center will hold a forum for workers in late autumn.

In June, IRI will invite a business advocacy trainer to meet with the IBFB. The training topics will include building a strong framework, solid member support, a sound financial base, effective communication and public advocacy programs. IRI will also work to recruit similar members from the Junior Chamber International.

In late June, IRI will hire a chief staff officer to work with IBFB on administrative matters and logistics. In July, another business advocacy expert will meet with IBFB to train members on various aspects of expanding the organization and making it more effective. In September, IBFB will establish a public policy committee to analyze legislative and regulatory issues. In October, IBFB will set priorities and draft specific policy positions which the public policy committee will approve. IBFB's annual meeting will be held in November.

IRI will expand its relationships with domestic NGO organizations and build new partnerships in an attempt to continue to improve the quality of Bangladeshi NGOs. IRI has already identified and plans to train, alongside the female commissioners, staff members from Ain-o-Salish Kendra (ASK) and Nari Uddog Kendra (NUK). These two organizations promote women's participation, and have indicated that they would like to receive organizational and advocacy training.

#### **D. Expanding the Role of Women and Youth in Politics**

The next *Discovering Democracy* Youth Conference will take place in fall of 2005 in Barisal. IRI will continue to identify future leaders based on participation in seminars and interactive events. A nationwide leadership seminar will be held with selected participants from each youth conference in early 2006.

During the first week of April, FCs will share advocacy materials and the drafts of their action plans with the other female commissioners to reach a consensus on what specifically they would like changed and what their proposed solutions to the problems are.

In mid-April, the FCs will hold a mock session to prepare for a meeting with members of the press. In early June, the delegation will hold an advocacy forum that will include all 84 FCs, local government ministers and, ideally, city mayors. IRI will also continue to host campaign training sessions throughout the year for women who plan to run against male commissioner candidates in the next city corporation election.





**Final Report (Draft)  
On  
Quality Control (Verification) Study of  
National Poll Survey Conducted  
by  
International Republican Institute**

**Prepared for:  
  
International Republican Institute**

**By:  
  
Contessa Consultants Limited**

**December 27, 2004**

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### **Appendices**

- Appendix A – Validation Sheet
- Appendix B – Tables

## **1. INTRODUCTION**

Contessa Consultants Ltd., (CCL) was appointed by International Republican Institute (IRI) to conduct a Quality Control (verification) Study on the National Poll Survey Conducted by Firm A in Bangladesh.

Firm A conducted an opinion poll on current issues of importance for voters of Bangladesh across its 300 constituencies. The poll survey was conducted in six administrative divisions of the country covering 60 constituencies and 120 mouzas or mohallas of the country. The sample size of the Firm A survey was 5040 respondents. Contessa, as the Quality Control (verification) Contractor, conducted its study in 3 divisions on a sample size of 500 respondents within the 5040 sampled by Firm A as directed by International Republican Institute.

An interim findings of this study based on 238 sampled respondents out of the sampled 500, has already been presented to the IRI. This Final Report has been prepared on completion of the survey based on 500 sampled respondents.

The Firm A interview of the poll survey commenced on 20<sup>th</sup> September and was completed on 15<sup>th</sup> November 2004 while the Quality Control (verification) Study commenced on 5<sup>th</sup> November and was completed on 25<sup>th</sup> November 2004. The interval period between the two interviews was approximately 6 weeks. The respondents sampled for verification had to recall the first interview events that occurred six weeks back and then respond to the verification interviewer. The level of accuracy in such a case can be hardly be quantified.

### **1.1 Project Objective**

The objective of the study is to verify the overall quality of the survey undertaken by Firm A. The re-checking tasks at the field level have been designed to verify that the following procedures have been adopted by Interviewers of Firm A during the National Poll Survey:

- i) Has the interviewer (Firm A) asked about/determined the number of people in household?
- ii) Has the Interviewer actually conducted the Interview?
- iii) Approximately how long was the duration of the original interview (respondent estimation)?
- iv) Has the original interviewer applied the selection rule within the household?

### **1.2 Methodology**

#### **1.2.1 Survey Instrument**

The survey was conducted using a Validation Sheet (attached in Appendix-A), that was prepared by Contessa and was approved by IRI. The Validation Sheet included location and contact data to locate respondents, qualifying data from the questionnaire, and selected questions for verification purposes.

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Verification interviewer (CCL interviewer) executed the complete validation sheet and all questions associated with the Validation Sheet.

CCL has covered both rural and urban areas in each of the constituencies (these are parliamentary constituencies), meaning both mouza and mahalla organizations. CCL interviewer made at least 2 attempts to call upon each assigned respondent before he/she was considered unavailable.

**1.2.2 Population Size for the Quality Control (Verification) Study**

The original survey by Firm A was conducted in all six divisions of the country but CCL conducted its Quality Control (verification) study in 3 divisions as directed by IRI. The three selected divisions for the verification study are Dhaka, Chittagong and Rajshahi. The sampling within the three divisions was as follows:

Division	Number of Total Constituency	Number of Constituency Selected	Number of Unions/Wards Selected	Number of mouzas/mohallas Selected	Number of Respondents (@ 42 per mouza/mahalla)
Dhaka	90	18	36	36	1512
Chittagong	59	12	24	24	1008
Rajshahi	72	14	28	28	1176
Total	221	44	88	88	3696

**1.2.3 Sampling Frame**

Firm A prepared an electronic database consisting of selected fields and provided it to CCL in Microsoft Excel format. This electronic database constituted the sampling frame for conducting the Quality Control (Verification) Study.

**1.2.4 Sample Size**

It was agreed between IRA and CCL that CCL would conduct the study among 500 respondents to be selected from the sampling frame provided by Firm A. However, CCL has covered 550 respondents. Due to some technical problems, the analysis of 499 respondents has been presented in this report.

The sample that was used in this study included the followings:

Division	Number of Constituencies covered by Firm A	Number of Constituencies covered by CCL	% of Constituencies covered by CCL	Number of Respondents covered by Firm A	Number of Respondents covered by CCL	% of Respondents covered by CCL
Dhaka	18	9	50.0%	1512	247	16.3%
Chittagong	12	3	25.0%	1008	102	10.1%
Rajshahi	14	4	28.6%	1176	150	12.8%
Total	44	16	36.4%	3696	499	13.5%

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The constituencies covered in the 3 divisions are as follows:

<u>Division</u>	<u>Constituencies</u>
A. Dhaka	1. Dhaka-1 2. Dhaka-2 3. Dhaka-6 4. Dhaka-11 5. Dhaka-12 6. Gazipur-2 7. Mymensingh-5 8. Jamalpur-5 9. Narsingdi-1
B. Chittagong	1. Chittagong-9 2. Chittagong-13 3. Noakhali-5
C. Rajshahi	1. Kurigram-1 2. Kurigram-3 3. Nilphamari-3 4. Rangpur-6

Work done by a total of 30 Firm Interviewers were verified by CCL. The list of Firm A interviewers whose work were verified is given below:

SI No	Firm A Interviewer	
	ID	Name
1	3	Kakoli
2	4	Devasis
3	5	Kabir
4	6	Prabir Kumar
5	8	Kazi Rokeya
6	9	Kallayani
7	10	Ruma
8	15	Gourav
9	16	Ranuara
10	17	Sujana
11	18	Fatema
12	19	Shafiul
13	21	Jakia Parveen
14	22	Jesmin Sultana
15	23	Smriti
16	24	Mohsin Habib
17	25	Jamshed
18	26	Altakur
19	27	Shamim
20	28	Mahfuzur Rahman
21	30	Ohidur
22	31	Shohan
23	33	Firoz

24	34	Bashar
25	38	Shah Alam
26	39	Golam Mostafa
27	41	Mizan
28	42	Barin
29	43	Mamun
30	44	Halilm

### **1.2.5 Sampling Procedure**

The sampling procedure followed in the study was as follows:

- a) 3 divisions were selected where quality control study would be conducted.
- b) From each division, constituencies were selected randomly proportionate to the size of population in each division.
- c) From each constituencies thus selected, verification was conducted among respondents interviewed by all Firm A Interviewers in the respective constituencies.
- d) Respondents also were selected randomly and number of respondents was subject to the consideration that the total number of respondents covering 3 divisions would not be less than 500.
- e) In case of non-availability of a respondent selected randomly, he or she was replaced by selecting another one from the list generated from the secondary database provided by Firm A.
- f) CCL interviewers made at least 2 attempts to contact a respondent before considering him/her unavailable.

### **1.3 Project Team**

The project was overseen by the CEO of CCL and assigned to a Project Head (Mr. Feisal Siddiqi). One Team Leader assisted him on the desk job.

Three Field Team each consisting of three Enumerators, one Field Team Leader, and one Quality Control Expert were assigned to re-check the interviews of the original firm. A single team was assigned to each of the three divisions. The 3 Team Leaders reported to the Project Head.

### **1.4 Limitations**

The entire findings of the Quality Control Study are based on recall and estimates of the respondents. As accuracy of recall and estimation level of the respondents could not be measured, the level of accuracy of information generated by the study can not be ascertained and might have some deviation from the actual scenario.

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Another limitation of the study was due the fact that the selection of respondents were done on a piecemeal basis subject to the lot of secondary database provided by Firm A. Had the interview by CCL started after compilation of the entire secondary database, a more proportionate distribution of respondents by Firm A interviewers could have been achieved. But as selection and interview of respondents were carried out following receipt of each lot (partial work) of secondary database, proportionate distribution of respondents by Firm A interviewers could not be achieved.

## **2. Findings**

The major findings are summarized in this section in accordance with our terms of reference.

### *2.1 Has Firm A actually conducted an Interview of the Sampled household?*

#### **1. Does Respondent Actually Live at the Location Mentioned by Firm A Interviewers**

The Table 1 of Appendix B, shows that all (100%) respondents selected by each interviewer of Firm A, actually lived at the locations as mentioned by Firm A. This indeed indicates that the location and contact data of respondents reported by Firm A interviewers are correct.

#### **2.1.2 Was the Respondent Actually interviewed by Firm A Interviewers**

Respondent Actually interviewed was found to be 100 percent. Respondents, selected by each Firm A interviewers, confirmed that they have actually been interviewed by Firm A Interviewers. (See Table 4 of Appendix B)

#### **2.1.3 Did Firm A Interviewers Ask the Questions included from the Mini Questionnaire**

The finding of this indicator has been presented in aggregates by 7 tables in appendix B (Table 8 to 14 of Appendix B). On an aggregate level, a highest level of 85 percent respondents confirmed that they were asked the question, listed from Mini Questionnaire, by Firm A Interviewers, while highest level of 12 percent respondents said that they were not asked the listed questions by Firm A Interviewers.

Since, recall estimation of those respondents, who asserted that they were not asked the questions by Firm A Interviewers, could not be verified therefore it can be concluded that almost in all cases Firm A interviewers had asked the questions that were included from the Mini Questionnaire.

#### **2.1.4 Conclusions**

The following observations can be drawn from the Quality Control (Verification) Study:

- a) Respondents Actually resides at locations is 100 percent as reported by Firm A Interviewers.
- b) Respondents Actually interviewed by Firm A Interviewers is 100 percent.
- c) Only few respondents (6% to 12%), said that they were not asked the questions, included from the Mini Questionnaire, by Firm A interviewers.

It can fairly be concluded from the above findings that the Firm A Interviewers had actually conducted the interviews.

### *2.2 Did the Firm A Interviewer ask about the number of people in the household*

An aggregate level 78.4 percent of the respondents said that they were asked about the number of people living in the household by Firm A interviewers, while 20.8 percent said they were not asked about the number of people in the household (Table 7 of Appendix B). It is interesting to note that more than 50 percent respondents who said that they were not asked was found to be covered by 5 interviewers of Firm A.



The total number of interviewers is 30. It is possibly, performance of few individual interviewers have caused to such a finding.

However, the above finding clearly shows that Firm A interviewers did not ask all sampled respondents about the number of people living in the households. However, had the secondary database provided us information about the total number of people living in the households of the respondents interviewed, we could have weighed the accuracy of the respondents in this regard. Since this was not the case, we have to conclude that the level of performance of Firm A Interviewers in this aspects of the interview is not 100%.

### *2.3 What was the Duration of Interview conducted by Firm A*

The duration of interviews conducted by Firm A interviewer is shown in Table 5 of Appendix B. On an aggregate level 72.3 percent respondents have confirmed that the interview lasted for 30 minutes or less. 22.8 percent respondents confirmed that the duration of the interview lasted more than 30 minutes but equal to or less than 1 hour. Interestingly, only 4.8 percent respondents have mentioned that the interview lasted for more than 1 hour. Of these respondents, only a certain percentage of those who were covered by 8 Firm A interviewers out of 30 Firm A interviewers have given this information.

Since we do not have information about standard regarding duration of interviews conducted by Firm A interviewers, it is not possible for us to make exhaustive comments on the above findings. However, about 3/4<sup>th</sup> of the respondents report duration of interviews to be 30 minutes or less, it seems logical to us. On the other hand, since 1/4<sup>th</sup> of the respondent report the duration of interview to be more, we can say that consistency in duration of the interview is just below satisfactory level.

Note that duration of interview time is based solely on respondent estimation and the time interval of six weeks between the main survey and verification study.

### *2.4 Has Firm A Interviewer correctly Applied Selection Rule within the household*

#### *2.4.1 Number of Households Between Two Consecutive Respondents Interviewed by Same Firm A Interviewer*

The sampling plan supplied by Firm A suggests that the ideal number of household gap between two consecutive respondents should be 1 to 2. Clearly, this was not the case in all sampled respondents. In 24.2% of respondents have been found to have such households gap. (Table 2 of Appendix B). The household gap between 3 and 5 have been found in 45% respondents. Again there might have been situations of non-availability of respondents. However, we could not verify this assumption as we had no information on that.

Nonetheless, it is necessary to note that in the case of 18 percent respondents, we have found the number of household gap between two consecutive respondents to be more than 10. This needs explanation and it can very well be questioned. This could be due to unusual situation of non availability of respondents during the period of interview by Firm A. Again, we will not draw our conclusion and this needs verification whether this had been caused by unusual levels of unavailability of respondents during interviews conducted by Firm A.

2.4.2 Were the respondent Adult?

Another criterion for determining whether Firm A interviewer had applied proper selection rule was to know whether the respondent covered by Firm A interviewer were adult or not. In all cases, we have found that the respondents covered by Firm A interviewer were adult (18 years or more). This finding clearly satisfies an important criterion of our determinants and reflects appropriateness of application of selection procedures of respondent.

2.4.3 Was the Respondent selected Randomly by Firm A Interviewer?

Only 9.8 percent of the sampled respondents have been found selected randomly. On the other hand 40.5% found to be selected, as they were approached first or chosen by the interviewer. Again 9.6 percent of the respondents have been found selected as they have insisted for selection. 26.7 percent were not sure why they were selected.

Note that the respondents were not clear about their selection. The finding has to be viewed in light of the following issues:

- a) What was the random selection procedure of a respondent within the household;
- b) Was it possible for the respondent to understand whether he/she was selected randomly or not;
- c) About 1/4<sup>th</sup> of the respondents reported that they could not tell whether they were selected randomly or not; and
- d) About 20 percent of the respondents have told that they were selected because of either they had insisted to be selected or they were home alone when the Firm A interviewer approached the respective household.

2.4.4 Conclusions:

The following conclusions can be reached in this aspect of Quality Control (verification) Study:

- a) In case of about 1/5<sup>th</sup> of the respondents, the number of households between two consecutive respondents covered by same Firm A interviewer was more than 10, which we consider unsatisfactory.
- b) All of the respondents covered by Firm A interviewers were found by CCL interviewers to be adult, (18 or more years of age). We consider this to be very satisfactory.
- c) Only 9.8% percent respondents confirmed that they were selected randomly. This is remarkable low and does indicate the performance of Firm A with respect to sampling procedure is not satisfactory.
- d) From the above observations, it can be fairly concluded that the level of performance of Firm A Interviewers in applying selection rule was not adequate and appropriate.

### **3. Summary and Conclusions:**

From the findings, the following conclusions can be reached:

#### **3.1 *Has Firm A actually conducted an Interview of the Sampled household?***

- **Respondent Address:** All of the respondents actually live at the locations mentioned by Firm A Interviewers.
- **Actual Interview:** All of the respondents were actually interviewed by Firm A Interviewers.

#### **3.2 *Did the interviewer asked the number of questions and approximately how long was the duration of the original interview (respondent estimation)?***

- **Questions Asked:** 78.4% respondents confirmed that they were asked the questions. Only a few respondents, (6% to 12%), reported that they were not asked the questions, included from the Mini Questionnaire, by Firm A interviewers.
- **Duration of Interview:** 72.3% respondents said that the interview lasted for 30 minutes or less. On the other hand 26.3% of the respondent said that the duration of interview was more than 30 minutes to 60 minutes or more. The time frame of 30 minutes and less seems more logical and can be regarded as appropriate. One can note that the consistency in duration of interview is absent. It is also worth noting that duration of interview time was based solely on respondent estimation. The interval period of approximately six weeks, between the original survey and the quality control (verification) study have some impact on the level of accuracy of respondents recall estimation.

Since we do not have information about standard regarding duration of interviews conducted by Firm A interviewers, it is not possible to make exhaustive comments on the above findings.

#### **3.3 *Did the Firm A Interviewer ask about the number of people in the household***

- **Household Members Count:** It is seen that Firm A interviewers did not ask about the total number of people living in the households in all sampled cases. An aggregate level 78.4 percent of the respondents said that they were asked about the number of people living in the household by Firm A interviewers, while 20.8 percent said they were not asked. More than 50 percent respondents, were not asked, was found to be covered by 5 individual interviewers of Firm A. The total number of interviewers is 30 and it is not unlikely that individual works of few interviewers in this particular aspect have produced such a findings.

However, the above finding clearly shows that Firm A interviewers did not ask all sampled respondents about the number of people living in the households.

#### **3.4 *Has the original interviewer applied the selection rule within the household?***

One of the key areas of quality survey checking is to assess if the procedure laid down in the proposed plan by Firm A has been followed or not. We have the following findings with respect to application of procedures of Firm A survey.

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- **Respondents Clarity:** Respondents were not clear about their selection rule applied by Firm A.
- **House hold Distance:** In case of about 1/5<sup>th</sup> of the respondents, the number of households between two consecutive respondents covered by same Firm A interviewer was more than 10, which we consider unsatisfactory.
- **Adult (18 years or more):** All of the respondents covered by Firm interviewers were found by CCL interviewers to be adult, 18 or more years of age. We consider this finding to be very satisfactory.
- **Selection Procedures:** Only 9.8 percent of the sampled respondents have been found selected randomly. On the other hand 40.5% found to be selected, as they were approached first or chosen by the interviewer. Again 9.6 percent of the respondents have been found selected as they have insisted the Firm A interviewer for selection. 26.7 percent were not sure why they were selected. Performance of Firm A interviewer here needs explanations and can be deemed as insufficient.

From the above observations, it can be fairly concluded that the level of performance of Firm A Interviewers in the applications of selection rules have not been followed properly and therefore can be deemed as not up to the marks.

**Conclusion:**

It is not possible to draw a conclusion on the overall performance level of Firm A interviewers in one statement, for example, satisfactory or unsatisfactory. In our focused areas of the quality control (verification) study, we have found satisfactory level of performance to; actual interview conducted and sampled household identity while in the selection procedures and duration of interview it was average and below average. In conclusion, it can be said that the level of authenticity of Firm A interviewers is beyond doubt considering that we have found all respondents reported by Firm A interviewers to be living at the mentioned locations and actually interviewed. On the other hand, the level of skills of Firm A interviewers were below satisfactory in some cases like application of selection rule within the household, duration of interview, etc.

Last but not the least, almost all of the findings of this report are based on respondent recall and guess estimation, that could possibly undermine or overstate the level of performance of Firm A Interviewers.

**Individual Interviewers Performance of Firm A:**

A word of caution is needed about interpretation of the findings. It has to be remembered that the findings are averaged from the Firm A interviewer's individual findings and therefore could hide potentially big variations due to the performance standard of each individual Firm A interviewers. At the same time a lot of the findings are based on respondents' recall and estimation and therefore bound to be somewhat imprecise. We have tried to identify the extent of the problem (if any) with reference to the former. (Firm A interviewers) in Annexure "C".

While there does not appear to be a major problem that would render the findings invalid, it is worth noting that the performance of roughly 20% of the Firm A interviewers are significantly below average (average grading approximately 30 out of highest 50 available – the lowest valued 6 interviewers averaged only 21.17).

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**THE COMPANIES ACT 1994 (ACT XVIII OF 1994)**

**A COMPANY LIMITED BY GUARANTEE  
AND**

**REGISTERED UNDER SECTION 28 OF THE  
COMPANIES ACT 1994**

**MEMORANDUM AND BYLAWS**

**OF**

**THE INTERNATIONAL BUSINESS FORUM OF BANGLADESH**

**THE COMPANIES ACT (XVIII) OF 1994**  
**A COMPANY LIMITED BY GUARANTEE AND LICENCED**  
**UNDER SECTION 28 OF THE COMPANIES ACT 1994**

**MEMORANDUM & ARTICLES OF ASSOCIATION OF INTERNATIONAL BUSINESS  
FORUM OF BANGLADESH (IBFB)**

- I. The name of the Company is International Business Forum of Bangladesh
- II. The registered office of the Company shall be situated in Bangladesh
- III. The period of duration is perpetual
- IV. The objectives for which the Forum is established are following and all objectives will be implemented after obtaining the necessary permission from the Government/concerned authority/competent authority before commencement of business. The forum shall expend its funds:
  1. To provide a forum for independent business leaders to identify common issues and present solutions to policy makers
  2. To improve the business climate by addressing pressing issues such as high interest rates, tax evasion, enforcement of hartals, transport inefficiencies, port inefficiencies, corruption, bureaucratic red tape, etc.
  3. To promote and safeguard the economic and trade interests of its members through exchange of information
  4. To act as a central clearinghouse for the collection and dissemination of information relating to current or proposed business policy
  5. To articulate such purposes to the public in general, government agencies, and commerce and industry on matters relating to better business practices/policies
  6. To assist in and support voluntary and self-help initiatives by endeavors and programs to improve the business climate.
  7. And generally to do all other things incidental to the attainment of the above objectives.
- V. The number and manner in which Directors shall be elected or appointed shall be as provided in the bylaws.
- VI. Upon the dissolution of this corporation, its assets shall be used or distributed exclusively for one or more exempt purposes according to the Companies Act of 1994. None of the property or funds of the corporation shall be divided among or paid to its directors, officers, or other private persons. In the event of such dissolution, the Board of Directors is authorized to adopt a plan for distribution as provided for in the ..... As the same now exists or as it may be amended from time to time.

- VII. The corporation is not organized for profit and no part of its receipts or net earnings shall inure to the benefit of any private shareholder or individual.
- VIII. The corporation shall not knowingly engage in activities that are unlawful under law.
- IX. The address of the corporation's initial registered office is Road 54-A, House #6, Gulshan-2, Dhaka-1212
- X. The number of Directors constituting the initial Board of Directors is nine and the names and addresses of the persons who are to serve as the initial Directors until the first annual meeting or until their successors are elected and qualified are:

<u>Name</u>	<u>Address</u>
Mahmudul Islam Chowdhury, <b>President</b>	27a. Panchlish R/A Chittagong
ATM Saidul Alam, <b>Vice President</b>	NW (E) 13, Road No. 55 Gulshan, Dhaka
Tanveer Imam, <b>Treasurer</b>	House #2, Road #11 Dhanmondi, Dhaka
Fahim A. Faruk Chaudhury	Road No-3, House No-6 Khulshi Residential Area Chittagong
Hafizur Rahman Khan	House No-32, Apt. B-4 Road No-5, Dhanmondi Dhaka
Farhad Ahmed Akanda	Maniktola, Daulatpur Khulna
Syed Enamul Hoque Murad	Shawe Road, Behind Kazi Office Barisol - 8200



We, the undersigned, whose names and addresses are subscribed below, acting as incorporators of a corporation, adopt the following Articles of Incorporation for such corporation pursuant to The Companies Act of 1994.

### **International Business Forum of Bangladesh**

<b>SI No</b>	<b>Name, address, Description of the subscriber</b>	<b>Name of Representing Organization</b>	<b>Signature</b>
01	Mahmudul Islam Chowdhury 27a. Panchlish R/A Chittagong	M/S Amanat Marine LTD Managing Director 27a. Panchlish R/A Chittagong	
02	Tanveer Imam NW (E) 13, Road No. 55 Gulshan, Dhaka	Pathmark Associates Limited 6/A/1 Segunbagicha Dhaka-1000	
03	ATM Saidul Alam House #2, Road #11 Dhanmondi, Dhaka	Best Western La Vinci Hotel 54, Kawran Bazar Dhaka #1215	
04	Syed Enamul Hoque Murad Shaw Road, behind Kazi Office Barisol - 8200	Barisol Flour Mill LTD Chandmari Road Barisol - 8200	
05	Fahim A. Faruk Chaudhury Road No-3, House No-6 Khulshi Residential Area Chittagong	F.A.C. Eastern Enterprises LTD 302 Sholashahar I/A Chittagong -4209	
06	Hafizur Rahman Khan House -32, Apt – B-4 Road-No 5, Dhanmondi R/A Dhaka	Runner Automobiles LTD 222 New Eskaton Road Dhaka-1000	
07	MD. Farhad Ahmed Akanda Maniktola, Daulatpur Khulna	Abdur Razzaque LTD Maniktola Daulatpur, Khulna	

Dated.....day of .....2005

Ln. Md. Abu Nayeem

*Advocate*

SHARIF & ASSOCIATES

24-25, Dilkusha C/A, (8<sup>th</sup> Floor)

Dhaka-1000, Phone 9571294

Mobile: 0189-497677 (T&T), 0171-479495

# **Bylaws of the International Business Forum of Bangladesh (IBFB)**

## **Article I**

### **Name and Location**

The name of this corporation shall be the International Business Forum of Bangladesh, (hereinafter referred to as IBFB), incorporated under The Companies Act (XVIII) of 1994 on.....date.

IBFB shall make its headquarters in Dhaka City Corporation at a location to be specified from time to time by the Board of Directors. The Board shall have the right to establish branch offices in other divisions and districts in Bangladesh as it may deem necessary.

## **Article II**

### **Purposes**

The purposes of this non-profit organization shall be (1) to improve the business climate in Bangladesh and strengthen the skills, practice and knowledge of IBFB's members; (2) to act as a central clearinghouse for the collection and dissemination of information relating to current or proposed business policy; (3) to articulate such purposes to the public in general, government agencies, and commerce and industry on matters relating to better business practices/policies; and, (4) to assist and support voluntary and self-help initiatives by business/trade associations and other entities connected to business to develop effective endeavors and programs to improve the business climate.

## **Article III**

### **Membership**

IBFB shall have four categories of membership:

- a. *Regular.* Regular Membership shall be comprised of persons owning small to medium sized businesses in Bangladesh, including non-Bangladesh citizens. Each member company or organization holding Regular Membership shall be entitled to one vote in IBFB proceedings. Where a company or organization has two or more paid memberships, only one shall be considered as a Regular Member. Other memberships a company or organization has shall be considered as Individual Memberships and shall not be entitled to a vote. All members will be required to pay a monthly fee, which will be determined by the executive committee.
- b. *Individual.* Individual Membership shall be comprised of (1) additional members from a company or organization which already holds a Regular Membership; (2) individual persons, not members of companies or organizations, but active in the business community; (3) other persons not fitting these categories but who may be approved for

Individual Membership by the Board of Directors. Individual Members shall have voice and the right to participate in IBFB activities, but no vote.

- c. *Student.* The Board of Directors may create a category of Student Membership to be conferred on students in colleges and universities and other institutes of learning who are majoring in the field of business or intend to enter the field.
- d. *Sponsorships.* Investors, business associations and institutions which endorse the purposes and programs of IBFB, shall have the right to serve as Sponsors of IBFB. Rules and fees for Sponsorships shall be set the Board of Directors.

All applications for membership shall be submitted to the Chief Staff Officer for review and shall not take effect until approved by the Executive Committee.

## **Article IV**

### **Governance**

**Section 1.** The governing body of IBFB shall be the voting members at the Annual Meeting. The Annual Meeting shall have final voice in al procedures and actions of IBFB.

**Section 2.** The governing body of IBFB between Annual Meetings shall be the Board of Directors. Between meetings of the Board of Directors, the Executive Committee shall serve in lieu of the Board of Directors, provided, however, that all actions of the Executive Committee shall be submitted to the next meeting of the Board of Directors for consideration and action.

**Section 3.** The Board of Directors shall be comprised of the officers of IBFB and the chairman and vice chairman of each Standing Committee as set forth in these Bylaws. In addition to these members of the Board of Directors, the Annual Meeting shall elect members equal in number to those members of the Board set forth in this section.

**Section 4.** The members of the Board of Directors elected by the Annual Meeting shall serve a term of three years. No member of the Board elected by the Annual Meeting shall serve more than seven years.

**Section 5.** The Chairman of the Board of Directors shall be the President of IBFB. All other officers of IBFB shall hold the same office as the Board of Directors.

**Section 6.** Executive Committee. The Executive Committee shall be comprised of the following officers of IBFB, namely the President, Immediate Past President, Vice President, and Treasurer, and one member elected by and from the Board of Directors to serve as a member at-large of the Executive Committee. The President shall chair all meetings of the Executive Committee. If the Immediate Past President is unable or unwilling to serve, then the Past President immediately prior to the Immediate Past President shall serve in that position.

## Article V

### Officers

**Section 1. Officers.** The officers of IBFB shall be the President, Immediate Past President, Vice President, Vice President, and Treasurer. If the Immediate Past President is unable or unwilling to serve, then the Past President immediately prior to the Immediate Past President shall hold that position.

**Section 2. Election of Officers.** All officers of IBFB shall be elected by the voting membership at the Annual Meeting and each officer shall serve a term of two years or until their successors are duly elected and installed in office. Officers may succeed themselves if re-elected to their respective positions. Officers shall assume office on the first day of the calendar year following the Annual Meeting at which they were elected.

**Section 3. Duties of Officers.**

- a. *President.* The President shall have the responsibilities of chief executive officer and general supervision over the activities of IBFB, subject to policies approved by the Board of Directors. He shall be assigned other duties as are found in the latest edition of Robert's Rules of Order.
- b. *Vice President.* The Vice President shall be assigned such duties as are found in the latest edition of Robert's Rules of Order. He shall generally assist the President in his duties, and Vice President, with the approval of the Board of Directors, shall assume the duties of the President until such time as the term expires, or an Annual Meeting is held, or the President reassumes his duties, whichever may come first.
- c. *Treasurer.* The Treasurer shall assume and perform those duties set forth for their respective offices in the latest edition of Robert's Rules of Order, provided, however, that if IBFB has retained a chief staff officer, the duties of the Secretary may be assigned to the chief staff officer, acting within the established policies of IBFB.

## Article VI.

### Standing Committees

**Section 1.** The Standing Committees of IBFB shall consist of the following:

- a. Industry Leadership Committee
- b. Governmental Relations and Advocacy Committee
- c. Publicity and Public Relations Committee
- d. Liaison Committee
- e. Economic Development Committee
- f. Finance Committee

**Section 2.** The chairman and vice chairman of each of these Standing Committees shall serve a two year term and shall also serve concurrently on the Board of Directors.

**Section 3.** The membership of each Standing Committee is unlimited and shall be appointed by the President.

**Section 4.** The Standing Committee Chairman and Vice Chairman shall be appointed by the President with the approval of the Executive Committee. In making his appointments of chairmen and Vice Chairmen, the President should ensure, as practically as possible, to create a representation of IBFB's membership categories.

**Section 5.** The President may appoint other committees as is deemed necessary; however, only the Chairman and Vice Chairman of the Standing Committees named above shall automatically serve on the Board of Directors. This does not preclude a Chairman or Vice Chairman of another committee not listed above from being elected to the Board of Directors by the Annual Meeting.

**Section 6. Duties of Committees**

- a. *Industry Leadership Committee.* The Industry Leadership Committee shall identify and recommend active, motivated organizations and persons for membership in IBFB.
- b. *Governmental Relations and Advocacy Committee.* The Governmental Relations and Advocacy Committee shall inform members about parliamentary legislative developments, encourage and equip members to express personal and knowledgeable views on legislative issues; study and make recommendations concerning national business issues; furnish facts and statistics covering business issues to relevant government ministries; draft legislation or model laws; lobby to accomplish objectives of members; report court decisions; establish a political action committee in the; assist members in connection with customs, tariffs, and trade agreements
- c. *Publicity and Public Relations Committee.* The Publicity and Public Relations Committee shall provide mass media with stories and news releases concerning the industry; provide speeches members can use for public relations purposes; maintain a speakers' bureau; provide tips on breaking news events to selected reporters and commentators.
- d. *Liaison Committee.* The Liaison Committee shall coordinate, in the name of IBFB, all IBFB liaisons with governmental agencies, both at the national level and in support of international/divisional/city operations.
- e. *Economic Development Committee.* The Economic Development Committee shall identify basic assets of an area that will attract new business or help existing industry to grow and prosper; assess the educational and skill levels of labor as well as unionization, availability and cost of labor; publicize the area's desirability to prospective investors; coalesce with other organizations with similar goals such as airlines, gas companies, terminals, banks.
- f. *Finance Committee.* The Finance Committee shall study, review, develop, and submit to the Board of Directors through the President such financial plans and recommendations as will permit IBFB to achieve its aims and purposes in a prudent, realistic, and effective manner. An annual audit of IBFB's finances shall be carried out by the Finance Committee (provided,

however, that the Board of Directors shall be empowered to retain a professional auditor should it consider such to be necessary.) The Finance Committee shall also be responsible for drafting a proposed Annual Budget and submit it to the Board of Directors for mark-up and approval.

#### **Section 6. Special Committees**

Special Committees of IBFB, not named or referenced herein shall consist of the following:

1. Nominating Committee
2. Resolutions Committee
3. Bylaws Committee

#### **Section 7. Duties and Composition of Special Committees**

*a. Nominating Committee.* The President, with the approval of the Executive Committee, shall appoint a Nominating Committee comprised of 5 to 7 person, none of whom shall be currently serving as chairman or vice chairman of any Standing Committee, and none of whom shall be an Officer of IBFB nor a member of the Board of Directors whose term of office ends at the conclusion of the year the Nominating Committee functions. The Chairman of the Nominating Committee shall be a Past President if a Past President is available to serve in this capacity.

It shall be the duty of the Nominating Committee to meet prior to the Annual Meeting and nominate a candidate for each office and for each position on the Board of Directors which is elected by the Annual Meeting. After the Nominating Committee has prepared a slate of candidates, this slate shall be presented to the Annual Meeting, the slate of the Nominating Committee shall be declared to be elected.

In order for a Regular Member to present a competing candidate for any position or positions on the slate of the Nominating Committee, it shall be necessary that (a) the competing candidate or candidates have given their authority in writing to be nominated and (b) at least five Regular Members present and voting (proxies not being allowed in this case) shall endorse the nomination of each competing candidate.

If a competing candidate or candidates is/are nominated, a secret ballot shall be taken for that position or positions and a majority of the Regular Members voting in person or by proxy shall be required to elect.

*b. Resolutions Committee.* The President may, at his/her discretion, appoint a committee of 3 to 7 members as a Resolutions Committee. If appointed, this Committee shall receive any proposed resolutions to be considered by the Annual Meeting and shall review each resolution with the power to combine similar resolutions and shall submit each resolution to the Annual Meeting with a recommendation for or against approval.

*c. Bylaws Committee.* The President shall appoint a Bylaws Committee of 5 members, at least three of whom are members of the Board of Directors, to oversee the operation of these bylaws and to review and edit for clarity purposes only, and proposed amendments to these bylaws before such proposed amendments are submitted for consideration.

#### **Section 8. Other Committees.**

The President, at his/her discretion, may appoint such other committees as he/she may deem necessary to carry out the business of IBFB.

## Article VII

### Staff

**Section 1. Chief Staff Officer.** The President, with the approval of the Board of Directors, shall have the authority to hire a chief staff officer. The term of office and conditions of employment shall be specified by the Board of Directors. The Chief Staff Officer shall have voice but no vote at all meetings of IBFB, including the meetings of the Board of Directors and Executive Committee; provided; however, that the Board of Directors and/or Executive Committee may, by a majority vote, agree to executive sessions which will not be attended by any staff.

The Executive Director shall carry out such duties as are assigned to him/her by the Board of Directors and by the President. He/she shall also assume the duties of a Secretary and Treasurer if assigned to him/her by the Board of Directors.

The Chief Staff Officer may be relieved of his/her position after a period of three years if he/she is not approved for renewal by the Board of Directors.

The Chief Staff Officer, acting within the approved budget of IBFB, may employ such other staff, with the approval of the Executive Committee, as may be necessary to conduct the affairs of IBFB. Staff assistants shall have no authority to act for or on behalf of IBFB, its members or officers unless such authority is expressly granted to them by the Annual Meeting, or the Board of Directors, or the Executive Committee.

**Section 2. General Counsel.** The Board of Directors, at the recommendation of the President or of the Executive Committee, may retain a legal counsel for IBFB whose title shall be General Counsel. The General Counsel shall answer to the Executive Committee and not to other staff; and his/her term of office and duties shall be set by the Board of Directors. The Board of Directors shall have the right to terminate his/her employment upon the recommendation of the President and/or Executive Committee.

## Article VIII

### Meetings

**Section 1. Annual Meeting.** The general membership shall have its first Annual Meeting within sixty days upon registration and once each year thereafter at a time and place to be designated by the President. Written notice shall be provided to each member by the Chief Staff Officer no later than three weeks prior to such meeting. Proxy voting shall be permitted provided proxies are presented in writing and signed by the persons issuing the proxies.

A Special Membership Meeting may be called at the discretion of the majority of the Members of the Board of Directors if so recommended by the President; or without such recommendation, by a two-thirds affirmative vote of the Board of Directors. Written notice shall be provided to each member by the Chief Staff Officer no later than four weeks prior to any Special Membership Meeting.

**Section 2. Quorum.** A quorum shall consist of 20 percent of the Regular Members in person or by proxy.

**Section 3. Conduct of Annual Meeting and Rules of Order.** The President, or an officer designated by him/her, shall preside at all sessions of the Annual Meeting. To the extent they are not inconsistent with these bylaws; the rules contained in the latest edition of Roberts Rules of Order shall govern the conduct of the Annual Meeting.

**Section 4. Board of Directors.** The Board of Directors shall meet four times each year, approximately three months apart, at a time and place designated by the President, and the fourth time during the course of the Annual Meeting. Proxy voting shall be permitted provided proxies are presented in writing and signed by the persons issuing the proxies. A quorum of the Board of Directors shall consist of a majority of the total members of the Board plus one, in person or by proxy. The President shall preside at meetings of the Board of Directors.

Special Meetings of the Board of Directors may be called by the President or by a majority of the Executive Committee or in writing by two thirds of the Board of Directors.

Notices. All members of the Board of Directors shall be given notice in writing of each meeting, both regular and special, no later than two weeks prior to the meeting.

Telephonic and Mail Meetings. Under extraordinary circumstances, the President may conduct the business of the Board by conference telephone call or by written ballot. Actions taken at such meetings shall be confirmed by the Board of Directors at its next regular meeting.

## **Article IX**

### **Chapters**

**Section 1. The Board of Directors** is empowered to create or recognize international, divisional, or city organizations and to grant, suspend, or revoke charters to such organizations as chapters of IFBOB, provided such organizations meet the criteria for chapters which shall be established from time to time by the Board of Directors. The territory claimed by a chapter shall be researched by IBFB and final territorial boundaries shall be approved by the Board of Directors to IBFB.

**Section 2. Affiliation Requirements.** In addition to the criteria established by the Board of Directors as set forth in Section 1 above, a recognized chapter shall have its own bylaws, rules and policies which are not inconsistent with the bylaws, rules and policies of IBFB, and which must be approved by the Board of Directors of IBFB. One hundred percent of the members of a Chapter shall be members of IBFB. In recognition of and in support of the existence of a chartered chapter, IBFB will not receive members in any category from the territory claimed by the Chapter and approved by IBFB, but shall refer such members to the chapter for membership therein.

**Section 3. Collection of Dues.** Dues for each member in all membership categories shall be submitted to IBFB annually by the Treasurer of the chapter no later than the first day of IBFB's fiscal year. Any chapter which fails to remit its dues within 30 days of the first day of the fiscal year of IFBOB shall automatically have its charter revoked.



## **Article X**

### **Assets and Finances**

**Section 1. Sources of Funding.** IBFB receipts shall be derived from such sources as may be approved by the Board of Directors.

**Section 2. Dues.** The Board of Directors shall establish dues for all categories of membership and any change in dues shall be communicated to the membership no less than three months before the change becomes effective.

**Section 3. Use of Funds.** IBFB funds may be used for any purpose approved by the Annual Meeting or by the Board of Directors or by the Executive Committee, provided such use is in conformity with IBFB's position as a trade organization under The Companies Act (XVIII) of 1994.

**Section 4. Audits.** There shall be an annual audit of all IBFB activities. This audit shall be carried out by the Financial Committee. The Board of Directors shall be empowered to retain a professional auditor should it consider such to be necessary; provided, however, that there shall be at least one professional audit every third year.

**Section 5. Indemnification.** IBFB may, insofar as permitted by law, indemnify and hold harmless of Directors and other persons now or hereafter serving IBFB in official capacity, whether or not in office, from and against any and all claims, liabilities, penalties, forfeitures and fines, as well as for all legal and other expense reasonably incurred, to which he/she may become subject by reason of any such person's having acted on behalf of IBFB. The foregoing right of indemnification shall not be exclusive of any other right to which any such person may now or hereafter be entitled as a matter of law.

**Section 6. Assets.** No member may acquire an interest of any kind in the funds or property of IBFB, real, personal, or mixed, except the right to take part in the use and disposition of such property under the Articles of Incorporation and these bylaws.

**Section 7. Fiscal Year.** The Fiscal Year of IBFB shall be established by the Board of Directors.

## **Article XI**

### **Code of Professional Responsibility**

The Board of Directors shall adopt a Code of Professional Responsibility applicable to the conduct of all persons serving as Members of the Board of Directors, the Boards of Directors of divisional chapters, or as Officers and as Committee Members of IBFB insofar as their actions are representative of IBFB.

## **Article XII**

### **Amendments to the Bylaws**

**Section 1.** These bylaws may be amended by a majority vote of the Board of Directors present at any quarterly or Annual Meeting, provided that written notice of any such meeting contains the full text of each proposed amendment along with a reason for such amendment.

**Section 2.** Any member may submit proposed amendments at the Annual Meeting. Should a proposed amendment be submitted at the Annual Meeting, it shall be referred to the bylaws Committee which shall review and edit the proposed amendment for clarity purposes only, and shall then submit the proposed amendment in writing to the Board of Directors for consideration at its next quarterly meeting.

### International Business Forum of Bangladesh

SI No	Name, address, Description of the subscriber	Name of Representing Organization	Signature
01	Mahmudul Islam Chowdhury 27a. Panchlish R/A Chittagong	M/S Amanat Marine LTD Managing Director 27a. Panchlish R/A Chittagong	
02	Tanveer Imam NW (E) 13, Road No. 55 Gulshan, Dhaka	Pathmark Associates Limited 6/A/1 Segunbagicha Dhaka-1000	
03	ATM Saidul Alam House #2, Road #11 Dhanmondi, Dhaka	Best Western La Vinci Hotel 54, Kawran Bazar Dhaka #1215	
04	Syed Enamul Hoque Murad Shaw Road, behind Kazi Office Barisol - 8200	Barisol Flour Mill LTD Chandmari Road Barisol - 8200	
05	Fahim A. Faruk Chaudhury Road No-3, House No-6 Khulshi Residential Area Chittagong	F.A.C. Eastern Enterprises LTD 302 Sholashahar I/A Chittagong 4209	
06	Hafizur Rahman Khan House -32, Apt – B-4 Road-No 5, Dhanmondi R/A Dhaka	Runner Automobiles LTD 222 New Eskaton Road Dhaka-1000	
07	MD. Farhad Ahmed Akanda	Abdur Razzaque LTD Maniktola Daulatpur, Khulna	

Dated.....day of .....2005

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